INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 3/SEMESTER 2
COURSE CODE: HRM 3203
NAME: CONTEMPORARY ISSUES IN HRM

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

SECTION A IS COMPULSORY, CHOOSE AND ATTEMPT ONE CASE STUDY ONLY-(40MARKS@)

Question 1:

CASE STUDY ONE

New Horizon Enterprises embraces diversity, equity, and inclusion (DEI) as more than just corporate goals—it's a heartfelt commitment to empowering every individual in the workplace. However, HR Manager faces the challenge of dismantling barriers that hinder DEI realization, including biases in hiring and the need for inclusive policies. Managing multicultural teams requires effective communication and understanding to harness diverse perspectives fully. New Horizon aims to bridge career disparities through mentorship and inclusive policies, while data-driven insights guide continuous improvement. Ultimately, New Horizon seeks to create a workplace where diversity is celebrated, equity is the norm, and inclusion is embedded in its culture, with HR serving as the catalyst for change and advocate for every employee's right to thrive.

Use the case study to answer the questions below;

i. Propose three HR strategies to address biases in

hiring and foster inclusion at New Horizon Enterprises. **(10 marks)**

ii. Recommend three communication techniques to enhance collaboration among diverse team members at New Horizon Enterprises. **(10 marks)**

iii. Design a mentorship program targeting underrepresented groups at New Horizon Enterprises, detailing objectives and implementation strategies. **(10 marks)**

iv. Develop a data collection framework to assess DEI initiatives' effectiveness at New Horizon Enterprises and guide improvement efforts. **(10 marks)**

Question 2:

CASE STUDY TWO

Remote Work and Employee Engagement at TechPlus Uganda

TechPlus Uganda, a mid-sized ICT company, adopted remote working arrangements in response to the COVID-19 pandemic. After seeing reduced operational costs and improved productivity, the management decided to continue with a hybrid model even after restrictions were

lifted. However, over time, HR began to notice signs of employee disengagement — reduced participation in virtual meetings, delays in project delivery, and complaints of isolation.

Younger employees expressed satisfaction with the flexibility, but older staff found it difficult to adapt to digital platforms. Team cohesion weakened, and HR started receiving more reports of burnout and blurred work-life boundaries.

Management is now reevaluating the sustainability of remote work and wants to develop strategies to maintain high levels of engagement, motivation, and performance in a hybrid setting.

Exam Questions:

1. Assess the impact of remote and hybrid work models on employee engagement and organizational performance. (10marks)

2. Examine how demographic diversity (e.g., age, digital skills) affects adaptability to remote working in modern organizations. (10marks)

3. Propose strategies that HR managers can use to improve communication, teamwork, and engagement in remote work environments. (10marks)

4. Discuss how contemporary HR practices can be aligned with technology to support a sustainable remote workforce. (10marks)

SECTION B

CHOOSE AND DO THREE QUESTIONS ONLY-(20MARKS@)

Question 1:

a) Using a specific case study, examine the tangible benefits and potential drawbacks associated with outsourcing HR functions. **(10 marks)**

b) Examine various forms of HR services that can be outsourced by organizations, **(10 marks)**

Question 2:

a) Evaluate different approaches that top management can adopt to cultivate staff resilience in the face of adversity. **(10 marks)**

b) Distinguish between personnel resilience and organizational resilience. **(5 marks)**

c) Explain Goleman's five domains of emotional intelligence and their role in building individual and organizational resilience. **(5 marks)**

Question 3:

a) Assess the impact of the external environment on human resource management practices within

organizations. **(10 marks)**

b) Discuss the extent to which human resource policies contribute to employee commitment and organizational success. **(10 marks)**

Question 4:

a) What are the potential risks and benefits of adopting CSR initiatives for an organization? (10 mks)

b) Discuss how CSR can impact an organization's reputation, financial performance, and relationship with stakeholders. Provide examples to support your answer. (10 mks)

Question 5:

a) As a student of Human Resource Management, explain **5 key** pertinent issues facing Human Resource Managers and give practical advice on how each can be mitigated. (20 mks)

Question 6:

a) Critically examine the impact of globalization on human resource management practices in multinational corporations. **(20marks)**

Question 7:

a) Examine how technology has transformed recruitment

and selection in contemporary organizations. **(20marks)**

Question 8:

a) Evaluate the ethical considerations HR managers must address when using employee monitoring software. **(20marks)**

Question 9:

a) Explain how gender mainstreaming can be integrated into HR policies. **(20marks)**

Question 10:

a) Assess the relevance of emotional intelligence in HR leadership and employee relations. **(20marks)**

Question 11:

a) Assess the relevance of emotional intelligence in HR leadership and employee relations. **(10marks)**

b) What future competencies will HR professionals need to thrive in the post-pandemic world? **(10marks)**

Question 12:

a) Explain how HR managers navigate legal compliance in a highly regulated employment environment (20marks)